

## **REVISED**

### **PERFORMANCE MANAGEMENT DESIGNER (HUMAN RESOURCES – TEMPE LEARNING CENTER)**

**OPENING DATE:** Monday, Sept. 18, 2006

**CLOSING DATE:** Monday, Oct. 2, 2006

**The attached supplemental form must be completed, signed, and returned with your application.**

#### **ANNUAL SALARY RANGE**

\$59,295 - \$80,045 (Range 43)

Currently this position is classified as FLSA Exempt – not eligible for overtime compensation.

#### **MINIMUM QUALIFICATIONS**

Requires the equivalent of four years of full-time, experience as a curriculum designer versed in leadership/professional development programs and organizational development. Must have experience with adult learning theory, performance analysis, needs assessment, development of performance improvement interventions and evaluation approaches and processes. Must possess strong presentation and facilitation skills. Also, requires the equivalent to a Bachelor's degree from an accredited college or university with major coursework in education, public administration or related field. A Master's degree or equivalent experience preferred.

#### **ADDITIONAL REQUIREMENTS**

Practical experience in conflict / resolution (mediation) facilitation and work-style instrument is desirable. If requesting veteran's preference, the appropriate DD214 must be attached at the time of application. Applicant must be a current regular City of Tempe employee and have completed his/her initial six (6) month probationary period from original date of hire to application filing deadline listed above. Temporary employees interested in applying for this position should refer to the recently revised Rule 3, Section 304.C  
[www.tempe.gov/hradmin/Rules\\_Regs/2006/Rules2006.pdf](http://www.tempe.gov/hradmin/Rules_Regs/2006/Rules2006.pdf).

#### **REPRESENTATIVE DUTIES**

(For the complete job description go to: <http://www.tempe.gov/hrcc/docs>)

- Administers system-wide and department-specific diagnostic analysis and performance needs assessments including problem definition, root performance deficits, gaps / cause(s) and determine solutions.
- Designs and implements performance improvement interventions at the organizational level, process level and job/performer level.
- Evaluates the impact of performance improvement efforts to demonstrate results and contributions to organizational success by integrating ROI (return on investment) calculations into projects.
- Researches and recommends feasible, affordable and timely training options including alternative delivery and reinforcement strategies.
- Designs curriculum for in-house, system-wide programs that enhance continuous improvement and professional growth.

- Designs, develops and facilitates in-house programs on management development issues (succession management, leadership, skill alignment, accountability, etc.).
- Consults with employees regarding career, education, professional development.
- Establishes and maintains an internal collaborative relationship with TLC Board members and other internal stakeholders.
- Perform related duties as assigned.

### **SELECTION CRITERIA**

Applicants whose experience and training most closely suit the needs of the City may be selected for further testing/interviews. The City of Tempe conducts thorough background checks. **Falsifying information or lying during any stage of the selection/hiring process will make you ineligible for new or continued City employment.**

**RECRUITMENT CODE: 2173P**

**KLM/pmm**

## **PERFORMANCE MANAGEMENT DESIGNER**

### **Supplemental Written Questions**

Each supplemental question focuses on a particular area of responsibility associated with our Performance Management Designer position. This supplement is designed to allow you an opportunity to highlight your professional experience as it relates to each of these vital areas. Since this is part of the selection process, it is to your advantage to fully and accurately provide the information requested.

#### **DIRECTIONS:**

**Each answer should be typed and doubled spaced.**

**Along with each response, please include the following when discussing your experience:**

- **Your employer(s) name**
- **Your job title(s) at the time**
- **Overall length of experience in years / months for each respective area (i.e. curriculum design, facilitation, performance improvement analysis, needs assessment, interventions, evaluation approaches and processes)**
- **Percentage of time spent performing those respective duties (i.e. curriculum design, facilitation, performance improvement analysis, needs assessment, interventions, evaluation approaches and processes)**

This position will offer city-wide and departmental assistance, on an as needed basis, by providing systematic analysis of the workplace to identify causes or factors that limit performance.

1. Describe an organizational performance improvement condition that required your assistance and resulted in the development and implementation of a **non-learning intervention**.

**Please include:**

- The performance problem and required performance standards
- Diagnostic front-end analysis:  
Factors influencing workplace performance (blocks, gaps, incentives, physical environmental factors - both internal and external, if applicable)
- Performance intervention recommendation
- Resources necessary for performance improvement activities to occur
- Implementation and evaluation strategy
- Outcomes

2. Describe an organizational performance improvement condition that required your assistance and resulted in the development and implementation of a **learning intervention**.

**Please include:**

- The performance problem and required performance standards
- Diagnostic front-end analysis:  
Factors influencing workplace performance (blocks, gaps, incentives, physical environmental factors - both internal and external, if applicable)
- Performance intervention - learning design plan (describe your instructional strategy, media delivery modes, learning activities, cross-cultural awareness factors, if applicable).
- Resources necessary for implementation
- Implementation and evaluation strategy
- Outcomes

**Definition of "intervention":**

Solution specifically designed to bridge the gap between current and desired performance states. An intervention may involve one or multiple components. It is a deliberately conceived act or system that is strategically applied to produce intended performance results. An intervention can also include removal of an obstacle that prevents performance from occurring.

This position must be able to rapidly respond to workforce learning needs through analysis / assessment and curriculum design and delivery including performance measures and ROI.

3. Briefly describe the types of learning initiatives you have successfully designed and implemented. Include target audiences, delivery modes (traditional, instructor-led; blended learning; e-learning, etc.), performance measurement and ROI strategies



# City of Tempe / Application for Employment

City of Tempe / Human Resources / 20 East Sixth Street / Tempe AZ 85281 / (480) 350-8276 / TDD (480) 350-8400 / <http://www.tempe.gov>

**The City of Tempe is an Equal Opportunity / Reasonable Accommodation Employer.**

***The City of Tempe Promotes a Drug and Alcohol Free Workplace.***

## **DIRECTIONS:**

Read the recruitment bulletin before completing this application - request a copy if not provided. Answer all questions completely including any supplemental forms. Type or print neatly in black ink. Sign this application and all other forms. Any omission, misstatement, or falsification may be cause for rejection of this application, removal of your name from an eligibility list, or discharge from City Service.

1. Position Applying For: \_\_\_\_\_ Recruitment Code (RC#): \_\_\_\_\_
2. Name (Last, First, Middle Initial): \_\_\_\_\_
3. Social Security Number: \_\_\_\_\_
4. Mailing Address: \_\_\_\_\_  
Street Address City State Zip
5. Phone Number: HOME: \_\_\_\_\_ WORK: \_\_\_\_\_
6. Driver's License (Number, State, Class): \_\_\_\_\_
7. Are you a U.S. Citizen or a non-U.S. Citizen authorized to work in the United States? Yes No
8. Have you ever worked for the City of Tempe? Yes No If Yes, from \_\_\_\_\_ (Mo/Yr) to \_\_\_\_\_ (Mo/Yr)  
If you are a current City of Tempe employee, are you: Temporary? Regular?  
Have you completed your initial six (6) month probationary period? Yes No
9. To assist us with verifying previous work experience and /or education, please list other names you have gone by:  
\_\_\_\_\_
10. Type of position you will accept: Full Time Part Time Regular Temporary
11. Are you claiming Civil Service Preference for Veteran's under ARS 38-492:
  - As a qualified or disabled veteran? Yes No If yes, you must submit Form DD214, or certification from the Veteran's Administration.
  - As a spouse of an eligible veteran pursuant to ARS 38-492(D)? Yes No If yes, you must submit Form DD214, or certification from the Veteran's Administration.
12. Are you related to any member of the Tempe City Council or any Tempe Commission/Board Member, or any City of Tempe employee? Yes No If Yes, indicate his/her **Name, Position, and Relationship to you:**  
\_\_\_\_\_

**DO NOT WRITE BELOW THIS LINE - TURN PAGE AND CONTINUE**

Q ☐ NQ ☐ A ☐ B ☐ C ☐ Application Entered ☐

HR Review ☐

Date

Department Review ☐

Date

***Proof of Education and/or Professional Registration(s), License(s), and Certification(s) will be required prior to hire/promotion.***

13. Do you have a High School Diploma or a G.E.D.?      Yes      No

14. Education from an **Accredited** College/University:

College:	Major:	Type of Degree:	Degree Completed:	Credit Hours:
			Yes    No	
			Yes    No	
			Yes    No	
			Yes    No	

15. Trade and/or Technical Schools:

Trade/Technical School:	Subject Studied:	Type of Degree:	Degree Completed:	Credit Hours:
			Yes    No	
			Yes    No	

16a. Professional Registration(s), License(s), and/or Certification(s) you possess ***that relate to this position:***

Type of Professional Registration, License, and/or Certification:	License Number (if applicable):	Date Received:	Expiration Date (if applicable):

16b. Special training ***that relates to this position:***

--

17. List computer software program(s) with which you are proficient in operating ***that relate to this position:***

--

18. List equipment with which you are proficient in operating ***that relate to this position:***

--

19. Language Proficiency (Other than English):

Language:	Speak:	Read:	Write:
	Yes    No	Yes    No	Yes    No
	Yes    No	Yes    No	Yes    No
	Yes    No	Yes    No	Yes    No

20. **May we contact your current employer if you are considered for hire/promotion?**      Yes      No

***You may make copies and use as many of these sheets as necessary to continue your employment history.***

Begin with your present or most recent position. List all jobs, paid or volunteer, for at least the past ten years. Your qualifications will be evaluated **solely** on the application form and, if applicable, any supplemental questionnaire(s).

RESUMES MAY **NOT** BE SUBSTITUTED FOR THE REQUESTED INFORMATION.

**DO NOT WRITE "SEE RESUME" IN THE SPACES BELOW.**

Employer:	Type of Business:
Address:	Phone:
Job Title:	Number of Employees Supervised:
Supervisor (Name/Title/Phone):	
Employment Dates: from (Mo/Yr) to (Mo/Yr)	Total Time Employed: Yrs Mos
Hours Per Week:	Present/Ending Wage: \$ Per
Work Performed:	
Reason for Leaving:	

Employer:	Type of Business:
Address:	Phone:
Job Title:	Number of Employees Supervised:
Supervisor (Name/Title/Phone):	
Employment Dates: from (Mo/Yr) to (Mo/Yr)	Total Time Employed: Yrs Mos
Hours Per Week:	Ending Wage: \$ Per
Work Performed:	
Reason for Leaving:	

Employer:	Type of Business:
Address:	Phone:
Job Title:	Number of Employees Supervised:
Supervisor (Name/Title/Phone):	
Employment Dates: from (Mo/Yr) to (Mo/Yr)	Total Time Employed: Yrs Mos
Hours Per Week:	Ending Wage: \$ Per
Work Performed:	
Reason for Leaving:	

***You may make copies and use as many of these sheets as necessary to continue your employment history.***

Begin with your present or most recent position. List all jobs, paid or volunteer, for at least the past ten years. Your qualifications will be evaluated **solely** on the application form and, if applicable, any supplemental questionnaire(s).

RESUMES MAY **NOT** BE SUBSTITUTED FOR THE REQUESTED INFORMATION.

**DO NOT WRITE "SEE RESUME" IN THE SPACES BELOW.**

Employer:	Type of Business:
Address:	Phone:
Job Title:	Number of Employees Supervised:
Supervisor (Name/Title/Phone):	
Employment Dates: from (Mo/Yr) to (Mo/Yr)	Total Time Employed: Yrs Mos
Hours Per Week:	Present/Ending Wage: \$ Per
Work Performed:	
Reason for Leaving:	

Employer:	Type of Business:
Address:	Phone:
Job Title:	Number of Employees Supervised:
Supervisor (Name/Title/Phone):	
Employment Dates: from (Mo/Yr) to (Mo/Yr)	Total Time Employed: Yrs Mos
Hours Per Week:	Ending Wage: \$ Per
Work Performed:	
Reason for Leaving:	

Employer:	Type of Business:
Address:	Phone:
Job Title:	Number of Employees Supervised:
Supervisor (Name/Title/Phone):	
Employment Dates: from (Mo/Yr) to (Mo/Yr)	Total Time Employed: Yrs Mos
Hours Per Week:	Ending Wage: \$ Per
Work Performed:	
Reason for Leaving:	



Employer:	Type of Business:
Address:	Phone:
Job Title:	Number of Employees Supervised:
Supervisor (Name/Title/Phone):	
Employment Dates: from (Mo/Yr) to (Mo/Yr)	Total Time Employed: Yrs Mos
Hours Per Week:	Ending Wage: \$ Per
Work Performed:	
Reason for Leaving:	

21. Have you ever been requested or forced to resign from a position for misconduct or unsatisfactory service?

Yes No If Yes, please explain:

--

22. Have you ever been convicted of a **misdemeanor** or **felony** (other than minor/civil traffic offenses), placed on probation, fined or given a suspended sentence (include military trial convictions)?

*Note: Reckless operation, hit-and-run, D.U.I., excessive speeding, and similar charges are NOT considered minor traffic offenses. Moreover, an excessive number of traffic violations (including minor/civil offenses) should be reported.*

Yes No If Yes, provide charges, dates and locations:

--

**Convictions will not automatically bar an applicant from employment for City jobs. The relationship of the conviction to the job, as well as its severity, the passage of time, and subsequent job performance will all be considered.**

**PLEASE READ THIS STATEMENT AND CAREFULLY REVIEW YOUR ENTIRE APPLICATION MATERIAL .**

I certify that all statements made on the application form and, if applicable, any supplemental questionnaire(s) are true and complete. I understand that any omission, misstatement, or falsification may be cause for rejection of this application, removal of my name from an eligibility list(s), and/or discharge from City Service. In addition, I authorize any individual, company, organization, or institution to release any and all information concerning statements made by me on this application, and I do hereby release all parties and individuals connected therewith from all liabilities for any damages whatsoever incurred in furnishing such information.

By checking this box and typing your name below, you certify that you have read and understand the above paragraph.

Print Applicant's Name: \_\_\_\_\_ Date\_\_\_\_\_

Applicant Signature\_\_\_\_\_ Date\_\_\_\_\_

***The City of Tempe does not accept faxed copies of applications.***